



Department of Energy
National Nuclear Security Administration
Washington, DC 20585



November 14, 2005

MEMORANDUM FOR MANAGER, KANSAS CITY SITE OFFICE
MANAGER, LOS ALAMOS SITE OFFICE
MANAGER, LIVERMORE SITE OFFICE
MANAGER, NEVADA SITE OFFICE
MANAGER, PANTEX SITE OFFICE
MANAGER, SAVANNAH RIVER SITE OFFICE
MANAGER, SANDIA SITE OFFICE
MANAGER, Y-12 SITE OFFICE

FROM:

Thomas P. D'Agostino
Acting Deputy Administrator
for Defense Programs

SUBJECT:

Feedback and Improvement Assessments and Site Action Plans for
Defense Nuclear Facilities Safety Board (DNFSB) Recommendation
2004-1 Commitment 25

This memorandum provides expectations for the successful completion of Commitment 25 of the Department of Energy's (DOE) Implementation Plan (IP) for DNFSB Recommendation 2004-1, *Oversight of Complex, High-Hazard Nuclear Operations* and is provided as a basis for the Site Managers to prepare their documentation in fulfilling the commitment in a consistent manner. Commitment 25 requires site offices to develop site-level action plans to improve "feedback and improvement" core element performance. The site actions plans, due in February 2006, are to be based upon thorough and disciplined line management assessments. These assessments will feed both a summary status report to the Secretary and mid-course direction to direct reports (Commitment 26). Successfully fulfilling these commitments will enable the DOE to make meaningful progress in improving "feedback and improvement" processes and thus improve our safety posture.

The attached Feedback and Improvement (F&I) Criteria Review and Approach Document (CRAD) was developed based on input from Headquarters and the field and takes into account new requirements of the recently issued DOE Order 226.1, *Implementation of Department of Energy Oversight Policy*. Both National Nuclear Security Administration (NNSA) and Energy, Science and Environment (ESE) will use the F&I CRAD for assessing feedback and improvement at their sites and developing site action plans. This F&I CRAD will be incorporated into the DOE Oversight Manual to be utilized by DOE/NNSA for future assessments of F&I.

It is my expectation that sites will leverage recent external and internal assessments (e.g., Chief Defense Nuclear Safety biennial reviews, the Office of Independent Oversight and Performance Assurance policy inspections, Integrated Safety Management Systems verifications, etc.) as input for their own site assessments and incorporate corrective actions and other ongoing initiatives



into their site action plans. Since the earlier assessments were not entirely based on the attached F&I CRAD, sites will need to ensure that all criteria of the F&I CRAD have been properly assessed.

Since the 2004-1 recommendation specifically noted DOE was weak with respect to the 'improvement' portion of F&I, it is my expectation that the site action plans focus on tasks that facilitate and measure improvement.

Carl Sykes of the Office of Operations and Construction Management, NA-124, is the NNSA task lead for Commitment 26 and will be contacting site leads for Commitment 25 to provide further clarification and begin discussions on developing format expectations for the site action plans. Guidance on conducting work planning assessments and developing site action plans (DNFSB 2004-1 IP Commitment 23) will be soon forthcoming. In conjunction with the 8th annual NNSA Quality Assurance workshop to be held December 6-8, 2005, breakout sessions are being planned for development of site actions plans for Commitments 23 and 25 of the DNFSB 2004-1 IP; details will be provided in the near future by email.

Site assessment reports and action plans will be approved by Site Managers and are due to me no later than January 30, 2006. My staff will review the action plans prior to forwarding them to the Secretary no later than February 20, 2006. We expect to participate with ESE in conducting a workshop in the Spring of 2006 to discuss status results and improvement opportunities.

Attachment

cc w/attachment:

D. Compton, DR-1
 T. Evans, EM-3.2
 E. Blackwood, EH-21
 R. Blowitski, EH-32
 M. Hillman, EH-2.1
 P. Aiken, OA-40
 C. Wu, CBFO
 C. Roth, KCSO
 P. Hill, LSO
 F. Bell, LASO
 M. Hunemuller, NSO
 C. Morris, NSO
 I. Ginyard, NSO
 E. Demerson, PXSO
 B. Wilson, SRSO
 S. Goodrum, SSO
 D. Dearolph, YSO
 S. Morris, YSO
 D. Chaney, NNSA SC
 A. DacDougall, NNSA SC